

Environmental Management Advisory Board

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Deputy Assistant Secretary

Acquisition and Project Management

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EM *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

Major Procurements

Recent Awards

- | | |
|---|---------------|
| • Savannah River Management & Operations | \$4 billion |
| • Hanford Mission Support | \$3 billion |
| • Hanford Central Plateau | \$4.5 billion |
| • Hanford Tank Operations | \$7.1 billion |
| • Portsmouth Environmental Technical Services | \$67 million |

Source Selection

- | | |
|-------------------------------|---|
| • Savannah River Liquid Waste | Planned Award: 1 st Qtr FY09 |
| • Oak Ridge Transuranic Waste | Planned Award: 3 rd Qtr FY09 |

Planned Procurements

- | | |
|--|--|
| • Savannah River Security Services | Planned RFP: 4 th Qtr FY08 |
| • Portsmouth Gaseous Diffusion Plant (D&D) | Planned DRFP: 4 th Qtr FY08 |
| • Portsmouth Facility Support Services | Planned RFP: 2 nd Qtr FY09 |
| • Portsmouth and Paducah DUF6 Operations | Planned DRFP: 1 st Qtr FY09 |
| • Paducah Remediation | Planned RFP: 1 st Qtr FY09 |
| • Paducah Infrastructure Services | Planned RFP: 1 st Qtr FY09 |
| • Idaho Advanced Mixed Waste Treatment | Planned RFP: 1 st Qtr FY09 |



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Project Performance Update

- Major ongoing initiatives include:
 - DOE Root Cause Analysis Corrective Actions
 - EM “Best-in-Class” Initiative – Implementation phase
 - Actions to address NAPA and GAO recommendations
- Improved metrics for project performance:
 - Aggressive but achievable, metrics target both Construction and Cleanup (CU) Projects
 - Cleanup Project performance tied to recently certified and approved Near-term Baselines
 - Examples: cost and schedule variances, frequency of baseline changes, acquisition professional certifications, staffing ratios
- Success/trend should be measurable in 1-2 year timeframe



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Best In Class Project and Contract Management

- EM signed an interagency agreement with USACE.
- Project Time & Cost, Inc. and Acquisition Solutions, Inc. were chosen based on their extensive experience with project and contract management.
- The USACE Team performed assessments of EM Site strengths, weaknesses, and performed gap analysis in the area of project management and contract management



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EM “Best in Class”

- Standardization of EM processes
- Clear communication of requirements and policy to EM HQ and Field personnel
- Timely and effective change control for both project management and contract management
- Identification and socialization of best practices across the Complex
- The Best in Class Project Management initiative uses Federal and contractor expertise to ensure EM is implementing a first class program that addresses all aspects of project management.



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BICPM Initiative

- These assessments were conducted on 16 field locations against 12 key project management capabilities; the overall EM Complex rating was “Less than Adequate”; 6 offices had “Adequate” composite scores.
- The Final Corporate Implementation Plan, which summarizes the assessments and documents a strategy to address the deficiencies, was completed on March 14, 2008.
- A key aspect of the plan recommended 159 additional project management and other professionals.
- The plan also identified 18 Recommended Priority Actions (RPAs) to implement Best in Class Project Management using Senior EM managers as the leads.



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Recommended Priority Actions

- 1 – Assign Leadership for BICPM Implementation.**
- 2 – Provide Additional Project Management Resources.**
- 4 – Address Unresolved Baseline Change Proposals and Requests for Equitable Adjustment.
- 5 – Develop and Improve Federal Work Plans at Each Site (5A).**
- 6 – Provide Project Management and Contract Management Capability Reinforcements.
- 7 – Complete DOE EM Project Management Guidance.**
- 8 – Clarify Roles and Responsibilities between Project Management and Contract Management Organizations.
- 9 – Update and Implement Human Capital Plans.**
- 10 – Establish a Standardized and Integrated Change Control Process.**

Bold items are included in current task order



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Recommended Priority Actions

- 11 – Establish Standards for DOE EM Management Products and Practices (11A).**
- 12 – Implement Enterprise Project Management Software Solutions (12A).**
- 13 – Streamline Critical Decision Document Review and Concurrence.**
- 14 – Complete and Utilize Federal Risk Management Plans (14A).**
- 15 – Maintain Validated Federal Five-Year Baselines and Out-Year Planning Estimate Ranges.
- 16 – Implement Surveillances of Contractor Earned Value Management Systems.
- 17 – Identify Site-Specific Best Practices and Adopt across the Complex.
- 18 – Prioritize Training and Professional Development.



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